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ABSTRACT

This booklet is designed to assist colleges and universities as they develop policies, procedures, and programs to increase safety, respond appropriately to victims of crime, and fully comply with federal requirements established by the Crime Awareness and Campus Security Act of 1990. Part 1 presents 11 topics for helping define comprehensive, exemplary campus security programs. Topics include: statement of behavioral expectations by chief officers of the institution; a plan for timely dissemination of information; effective campus security organization and personnel; services designed to foster safety through prevention; security-sensitive physical plant design and maintenance; a fair, just, clearly articulated judicial system; victims' assistance programs; special considerations for residence halls; special attention to more volatile areas; good campus-community relations; and campus crises prevention and response plan. Part 2 presents some examples of practices, shared by campus officials across the country, that may be helpful to other colleges and universities, categorized according to Part 1's topic areas. Appendix A lists the schools cited in the report. Appendix B lists resources in the field of campus security. (JDD)

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Campus Security

A First Look at Promising Practices

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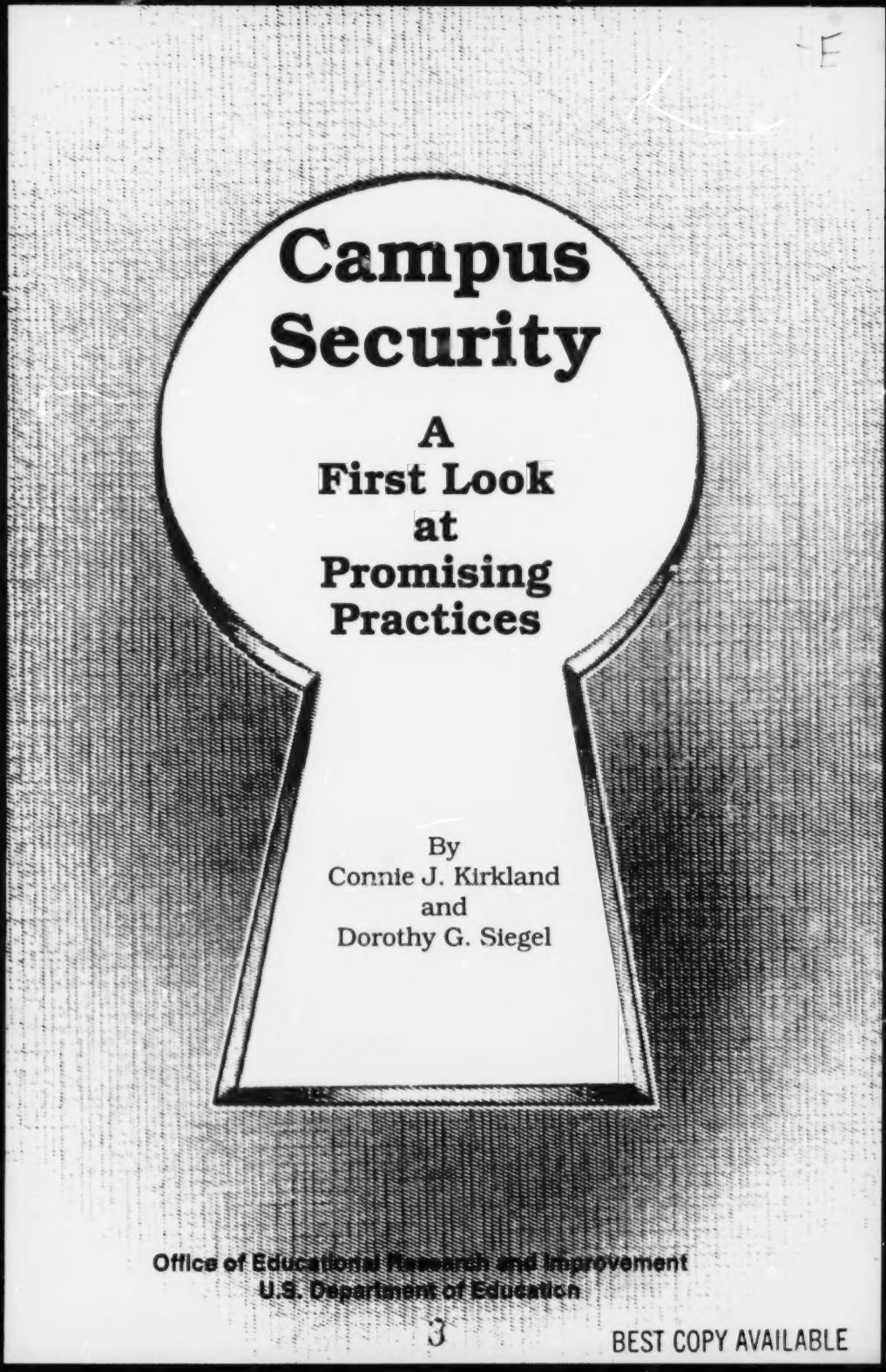

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About the Authors

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Dorothy G. Siegel has been since 1975 the Vice President for Student Services at Towson State University in Maryland where she had taught in the psychology department. She has been the executive director of the Campus Violence Prevention Center since she founded it in 1985. She is also a coauthor of two books on campus violence and more recently wrote a study on campus response to violent tragedy.

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Note

The authors, Connie Kirkland and Dorothy Siegel, provide an outline of a comprehensive campus security program and a sample of current efforts they perceive to have proved effective in maintaining a secure campus. Colleges and universities can use the outline and examples to examine their own efforts to ensure a safe environment for learning. Not every example will be applicable to every institution. Large universities have different problems from small colleges. However, since security is a concern at all campuses, they can learn from one another.

Introduction

The Crime Awareness and Campus Security Act of 1990 reflects the nation's commitment to increase campus safety. To meet the expectations of the Act, the higher education community has given increased attention to the prevention and reduction of crime on campuses.

The information in this booklet represents a first attempt to assist colleges and universities as they develop policies, procedures, and programs to increase safety, respond appropriately to victims of crime, and fully comply with federal requirements established by the Act.

The material is presented in two sections. Part One presents 11 topics for helping define comprehensive, exemplary campus security programs. Part Two presents some examples of practices, shared by campus officials across the country, that may be helpful to other colleges and universities. Appendix A lists the schools cited in the report. Appendix B lists resources in the field of campus security.

Many of the items listed in Part One were chosen based on research[1] that indicates

- Alcohol and other drug abuse is directly related to perpetration and victimization rates of students;

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[1]Bausell, R. Barker; Bausell, Carole R.; and Siegel, Dorothy G. *The Links Among Alcohol, Drugs and Crime on American College Campuses: A National Followup Study*. Silver Spring, MD: Business Publishers, Inc., [1991]. This report, now out of print, is an analysis of the results of a survey of a random sample of 60,000 American college students during the spring of 1990. The study also provides a review of the literature on which it is based, relating crime in general to the use of drugs and alcohol.

- Residence halls are the most frequent site of campus crime, and fraternity houses are scenes of student crime to a degree that is disproportionate to the number of students using them;

- The majority of campus crime is committed by students themselves;

- Students are more apt to be involved in a crime when classes are in session than during breaks and vacation;

- Heavy drinking fraternity members are three times more likely to become perpetrators than are their equally heavy drinking fellow students; and

- Male athletes who drink heavily are five times more likely to become perpetrators than are their equally heavy drinking fellow male students.

Part One: A Guide for Campus Security

This section presents 11 topic areas that can be used to define exemplary campus security programs. Although comprehensive, the list is not exhaustive.

I. Statement of behavioral expectations by chief officers of the institution

Exemplary campus security programs begin with campus leaders' public statements that members of the campus need to help create a civil, just environment on and off campus for the work of education to proceed.

II. A plan for timely dissemination of information

When the university informs the campus fully and in a timely fashion about campus security, including crimes that have occurred, individuals and the community can participate in making themselves and the environment safer. Specific topics on which information should be disseminated include

- Current state of safety on campus
- Crime statistics for the campus
- Information about off-campus crime
- Emergency notification system
- Security services the campus provides
- Police services available to the campus
- Policies and procedures for making the campus safe
- Continual reporting about crime to the campus
- Easy access for news media to current information
- University response to crime
- Places where crimes have occurred or are likely to occur
- Student and employee safety tips
- Prevention activities sponsored by the campus
- Prevention activities sponsored by off-campus agencies
- A list of persons approved for access to campus facilities
- A substantial and rehearsed crisis management plan

III. Effective campus security organization and personnel

Professionally trained law enforcement officers and security personnel who understand how to apply their skills in a higher education setting are critical to making security programs effective. They should receive continuing education, including training in managing relationships with the various populations on the campus. Campus law enforcement and security personnel need to understand the limits of their authority and the resources to use when those limits are reached. The institution needs to articulate policies about the following:

- Authority assigned to the law enforcement or security unit
- Referral to and cooperation with other law enforcement agencies, the criminal justice system, and the local district attorney
- Relationship of campus security and police with community police and jurisdiction agreements
- Campus law enforcement's response, if any, to illegal student behavior off campus
- Securing buildings
- Patrolling the campus
- Continuing education of students and employees for supporting security forces
- Victim services

IV. Services designed to foster safety through prevention

All members of the campus need continuing orientation to procedures, guidelines, and available services and encouragement to understand their responsibility to participate in creating a safe environment.

Specific preventive components include

- Creative patrol strategies (foot, bicycle, student volunteers)
- Escort services
- Posting and publishing safety reminders
- Procedures for identifying strangers on campus

- Screening for admitting applicants with records of violence
- Screening for residency of applicants with histories of violence
- Crowd management
- Programs to decrease conflict on campus, such as mediation and conflict management workshops
- New student and employee orientation on campus security
- Awareness programs and workshops

V. Security-sensitive physical plant design and maintenance

All planning for maintenance and new construction needs the involvement of those who understand the habits and behaviors of campus community members. Attention needs to be given to the following:

- Well-maintained lighting
- Security systems, both physical and electronic
- Trimmed shrubbery to enhance visibility
- Emergency phone systems
- Well-lit walkways and garages
- Clear and visible signs and directories
- Need for privacy

VI. A fair, just, clearly articulated judicial system

All members of the campus need to have a basic understanding of how the campus judicial system works. The information disseminated about it should include the following:

- Clearly stated hearing and appeal procedures
- A list of prohibited behaviors
- Procedures for filing complaints
- A list of consequences that the campus may impose
- Support and information services available for victims and alleged perpetrators
- A plan for a timely response to problem behavior

- A plan to remove perpetrators from contact with the victim and from the community, when necessary for the well-being of the campus
- A system for recording information about crime
- A clear statement regarding opportunities for legal counsel if the alleged perpetrator has been charged in the courts
- Advocacy and counsel for the victim that parallels the services for the alleged perpetrators
- Appropriate coordination with the criminal justice system

VII. Victims' assistance programs

As soon as possible after a crime occurs, victims need support to offset further damaging effects. Services include

- Help in reporting crime to the appropriate authorities
- Support and advocacy services
- Psychological and medical services, as needed
- Special help for victims of sexual assault and rape
- Support for secondary victims, such as friends and roommates of victims
- Access or referral to support for victim-witnesses in the criminal justice system and in-house judicial procedures
- Help for academic adjustments, as needed

VIII. Special considerations for residence halls

Most of the problems connected with residence halls are caused by students, either as violators or inadvertent compromisers of security. Specific residence issues include

- Secured and limited access
- Window and door lock-checking procedures
- Lock system requiring students to use keys or cards
- Routine police and security patrols of residence halls and surrounding areas and efforts to encourage understanding between residents and officers
- Continuing safety reminders for residents and education for all students

IX. Special attention to more volatile areas

Because of their close connection to the whole question of campus security and because they tend to be more volatile than others, the following areas require special attention:

Substance abuse

- Continuing information and education campaign
- Promotion of campus intolerance for illegal drug use and for alcohol abuse
- Prevention and intervention programs
- Consequences for violations

Bias-related violence

- Campuswide prevention programs
- Statements from leadership
- Cultural sensitivity training
- Classification and reporting of bias-related incidents

Sexual assault

- Information, education, and prevention programs
- 24-hour counseling and referral services
- Statements from leadership
- Policy on reporting to law enforcement officials
- Dissemination of information about the relationship between alcohol consumption and sexual assault

Greek organizations

- Policies relating to off-campus fraternities and sororities
- Prevention of hazing, alcohol abuse, and sexual assault
- Adult presence in Greek housing
- Prevention of underage drinking

Athletes

- Athletic staff commitment to a drug-free environment, including a alcohol-free environment
- Athletic departments' intolerance of violations of university rules of behavior and local laws

X. Good campus-community relations

Good relations between the campus and the local community are essential to maintaining order. Components of successful campus-community partnerships include

- Standards for university-owned or recognized housing in the community
- Active prevention education programs
- Community-school cooperative programs to decrease crime
- Cooperative efforts to reduce nuisance behavior
- Procedures to control underage drinking by students

XI. Campus crises prevention and response plan

Every organization needs a plan to deal with security crises. Some specific components are

- Crisis procedures
- Emergency coordinating team
- Communication plan
- Support services for primary and secondary victims
- Integration with community or regional emergency management plans

Part Two: Examples of Promising Practices

Effective campus security programs require a comprehensive approach. A series of unrelated activities, no matter how good, cannot provide the kind of security campuses need. The following are examples of practices defined as promising by some campus officials. The examples are categorized according to the comprehensive outline in Part One and each one begins with a bullet.

I. Statement of behavioral expectations by chief officers of the institution

Exemplary campus security programs begin with campus leaders' statements about the institutional expectation of civil behavior on and off campus. When university officials articulate behavior standards for the campus and actively call on the entire community to promulgate those standards, they make a safe campus the business of the campus community and of all who are seeking to affiliate with it.

- Westminster College (PA) made statements in the press about its intolerance for violent behavior and its policy of referral to the criminal justice system when such events take place. The clear message is that crime is crime whether it occurs on or off campus. The student perpetrator faces the same justice as his or her nonstudent counterpart.

- The president of Brown University (RI) said that racially assaultive words would not be tolerated and the president of the University of Vermont closed a fraternity house because the Greek group had violated the school's standards of behavior. By these public statements, the two presidents set and reinforced standards for their campuses.

- At the University of Michigan at Ann Arbor, complaints from the community are being addressed by a "Noisy Party Task Force," a committee comprising community members, Greek representatives, and city and university representatives.

Violations of the community peace result in student fines that increase with repeat offenses.

II. A plan for timely dissemination of information

Every campus needs constant reminders that police and security officers are the facilitators of safety, not the creators of it. Campus members choose to participate in making the campus safe by supporting established safety procedures and by not tolerating others' compromising of safety standards. Prevention requires that the institution know and share information about the history of crime on campus and the potential for future crime.

- The College of Wooster's (OH) student guide provides information about the security office: it is a 24-hour service that includes patrolling and other prevention services. The guide further states that the security office maintains a working relationship with law enforcement personnel in the community. The college community needs to know that the response to criminal behavior is the same on campus as it is in the external community. Further, the community is entitled to know the results of judicial and criminal processes, even when names are withheld.

- Towson State University (MD) initiated its first dissemination of crime statistics for the campus by sending the yearly crime statistics to the home of each student. Subsequently, statistics have been distributed throughout the campus community. Statistics of all reported crime on campus are published by the campus police department semiannually. In addition, data sheets are distributed describing how certain crimes take place, how to prevent crime, and how to report it. Information about crime on campus is also made available to the student newspaper.

- At Towson State University (MD), if a dangerous person is believed to be at large on the campus, an immediate communication is made by electronic mail to each university

department. The message contains information about what is known, how the campus is responding, and how each person can increase his or her own safety. Telephone follow-up calls are made to academic departments to ask that staff check the electronic mail and communicate the message to all faculty who, in turn, inform students. Personnel in residence halls post such information in a prominent place or on each resident's door

- Towson State once held an open meeting during orientation to inform students and parents that a rape had occurred shortly after noon that day. The university presented what changes were being made to increase security and what safety procedures should be followed. Open meetings have been held following other crimes.

- Cheyney University of Pennsylvania persuaded a reluctant student newspaper to carry a campus crime report as a regular feature.

- The University of Florida has a "Crisis Communication Plan," which prepares the campus to respond to crises by providing the community and the media with "a timely, accurate, and appropriate response." The plan includes a list of directions on whom to inform and the way to communicate the information. There are also hints on how the person can cope with the situation most effectively. A responsible campus information system informs the community about increasing safety on campus but does not promise safety. Members of a campus community need continuing information about how to report crime and concurrent assurance that those who report will be given support.

- The University of Virginia Police Department uses an easy-to-read poster program, "Stall Stories," to disseminate safety tips on the inside door of rest room stalls.

- A Norfolk State University (VA) campus police information booklet offers the following advice:

  "DON'T TAKE YOUR SAFETY FOR GRANTED!

  1. There is safety in numbers. Travel with a friend.
  2. Always walk in well-lighted areas. Avoid wooded and isolated areas, especially at night.
  3. Use the University Shuttle Bus Service.
  4. Guard houses are strategically located and equipped with telephones for quick access to police headquarters.
  5. Always look alert and confident.
  6. Always be security conscious.
  7. Always look into your car before entering it."

- The University of Virginia offers the following printed materials in its safety management program:

  - Sexual Assault: What a UVA Student Should Know
  - How to Survive a Dorm Fire
  - A Researcher's Guide to Emergency Responses
  - Student Watch—Walking Escorts
  - Need Assistance—Use Blue Emergency Phones
  - UVA Police Crime Prevention Services
  - Operation ID

- Some universities, such as the University of Virginia and the University of Washington, have been collecting crime statistics according to Federal Bureau of Investigation guidelines and disclosing the data to the campus community for several years.

- The University of Washington's newspaper publishes crime prevention tips and campus crime statistics, a simple and no-cost approach to disclosure.

III. Effective campus security organization and personnel

Prevention is promoted when law enforcement staff are police academy trained and encouraged to practice their profession at the highest standard.

- The University of Virginia and the city of Charlottesville have a contract for joint jurisdiction agreements for shared response to disasters and riots. The university police department also uses diverse patrolling methods, including foot beats, bicycles, motor scooters, motorcycles, and patrol cars. It has also cooperated with the city to patrol fraternity areas during major events to prevent disturbances and to curb illegal use of alcohol. The department utilizes radar on campus and owns a breathalyzer machine and alco-sensors for DWI enforcement.

- Michigan State University's community policing stations assign officers to one of a number of ministations where student concentration is greatest. Each site is a total police office where all departmental services, including escort services, are offered. Students and police officers have become increasingly better acquainted as a result.

- The University of Washington Police Department operates the same as any local police department. Discretion in enforcement of the laws is a necessary component of this department of 58 sworn officers who serve the 50,000-member campus. The same standard of service is afforded everyone: students, faculty, staff, and visitors. The officers are professionally trained and are expected to follow the comprehensive campus manual of well-written police policies and procedures. Having such a manual results in increased efficiency and consistency on the part of all the officers.

- One entire chapter of the University of Washington's manual is devoted to the crime prevention unit of the police department. The crime prevention officer participates in the Seattle-area Crime Prevention Committee. The department

has enhanced its service greatly by cooperating with this committee and other units within the police department and the university community.

- The Utah Valley State College hires State Police officers. Security on campus is their regular duty. Therefore, they are fully trained in law enforcement and have an understanding of how to work with other state and local authorities.

- The University of Florida Residence Department helps off-campus students improve the physical security of their homes in addition to sending them both information and discussion leaders to help increase their safety.

- Both Marquette University (WI) and the University of California at Berkeley actively work with neighboring communities to decrease crime. Marquette and the mayor of Milwaukee are sharing a grant that funds their working together to reduce crime in the city.

- The University of California at Berkeley and the town together address questions connected with crime, homelessness, emergency disaster planning, cultural events, and cooperation between police departments. Particular efforts focus on People's Park, an on-campus area used by the homeless, poor, students, faculty, staff, protesters, drug users, and criminals. Planned usage of the area has involved both the city and the campus.

- The city and the The University of California at Berkeley police each have areas to patrol and areas where they supplement each other's efforts in times of emergency. One example is the off-campus Greek house area. Although the city police have jurisdiction over that area, campus police supplement the patrols on Thursday, Friday, and Saturday nights. Together both assess the safety needs of the students and of the neighboring communities and plan for a more effective delivery of services.

- The University of California at Berkeley involves its police, as it does all members of its university community, in all phases of institutional planning and decision making with faculty, staff, and students.

- Representatives from the University of Florida serve on Gainesville's crime prevention and crime control committees.

- Security at Bates College (ME) is provided by seven unarmed security officers with the assistance of five unarmed watch officers and the backup of the Lewiston Police Department. The director of security instituted a policy that insures that every criminal complaint made to the security staff is referred directly to the local police. When schools have less than full police powers, the campus police or security force must have a special relationship with both the university administration and the local police agency to make a more effective system.

- When a student is arrested at Bates, the director of campus security notifies the dean of students as soon as possible. Whether or not the case results in criminal prosecution, a student conduct hearing is held for both misdemeanors and felonies, at which time a broad range of sanctions may be imposed. If a criminal complaint does not lead to an arrest, the incident report is referred to the dean of students, who then calls the student in for consultation and a possible judicial hearing. The college's sanctions are strong incentives for the students to participate in more positive behaviors. Crime statistics, collected by the Bates College Security Department, are compared monthly with those gathered by the Lewiston Police Department. The comparisons enhance accuracy and allow the school to contact all students who have been involved in criminal action.

- The Neighborhood Watch program has been adapted by Norfolk State University (VA); a similar program is called Campus Watch at Bates College (ME) and Dorm Watch by the University of Virginia. The common element is that campus members participate in making the school safe by

accepting training to be on the lookout for possible criminal or suspicious behavior, which they report to their campus security and police. Organized student watches help reduce incidents by reporting criminal and or suspicious activity. A campus crime prevention officer usually serves as coordinator and trainer for such programs.

- The University of California at Los Angeles' campus police have developed strategies for detecting the presence of and reducing the effects of gang behavior on campus.

- The University of Arizona Police Department prepared a document to show how it will meet the expectations of the Crime Awareness and Campus Security Act. It describes how the department is staffed, how it reports criminal activity, how it responds to emergencies and criminal activity, and what it does to promote awareness and prevention. The document includes crime statistics for the last 2 years.

IV. Services designed to foster safety through prevention

Consensus exists that students and faculty have little interaction out of class. In larger cities they do not meet each other except during class and seldom in office hours. Currently at most medium- to large-sized schools, faculty and students eat, sleep, and play separately. The moderating effect on behavior that faculty and staff can have on students is not present. On the other hand, in communities where students interact with more mature adults and where the staff, students, and faculty frequent the same places of entertainment, students are encouraged to socialize with less abandon and with an eye toward not exhibiting unacceptable behavior. It may be that the lack of any sharing of activities with older adults outside of the classroom contributes to the poor behavior controls of some students in many schools.

The ideal climate is one where students, faculty, and staff care about their environment and share intolerance for excesses that lead to unacceptable behavior. They assert their rights to set the standards

for communal interaction, thus refusing domination by those whose behavior is poorly controlled. The community urges members to insist on a civil relationship among the citizens. The community ideally does not tolerate such behaviors as drunkenness, harassment, and demeaning behavior that later correlate with violations of community standards.

Communal responsibility is the most effective prevention program. If all members of the campus are convinced that it is their community and they are responsible not only for abiding by the accepted behavior standards, but also for sharing responsibility in ensuring that the standards are upheld, then harmony and civil relations will mark the campus.

- The University of Washington Police Department created the "Cop Shop" program. The objective of this program is to provide highly visible and mobile crime prevention services to the general campus community and the student population in particular. Officers operating the Cop Shop distribute various crime prevention brochures. With the support of residence staff, the police place stickers bearing such messages as "Don't walk alone at night" on rest room doors in the dorms.

- Bates College (ME) Security Department sponsors and promotes the "Whistle Defense Program." Solid brass whistles are given free to students and staff. (A $75 fine is levied against anyone using the whistle improperly.)

- University police and security can take the lead in developing community crime prevention councils, as have been created at the University of Virginia in connection with Albemarle County, Virginia. Meeting monthly and working together on newsletters and other crime prevention literature builds stronger alliances. Police and security department personnel from campuses that belong to and participate in local and state professional organizations increase the opportunities for cooperative assistance and training.

- The Bates College (ME) Security Department manages and trains its escort service. Four students are paid to oversee the volunteer walking escorts. Each escort is equipped with a flashlight, radio, and identifying vest. The escorts work in pairs for the safety of both the students and the escorts and must call security headquarters both before and at the end of each campus escort. Van escort service is provided by many schools in a similar manner and is offered as an auxiliary to local bus services. Student escorts are used on many campuses to walk with or drive students and employees between campus buildings and their vehicles or residences.

- Cheyney University of Pennsylvania has asked parents to urge their students to participate in crime prevention. The school reports to parents of new students the common violations that occur.

- The University of Virginia Police Department, in cooperation with the dean of students and the alumni association, created a taxicab program to augment the university's student escort service. The university has a contract with a local taxi company to provide free rides to students who find themselves in need of transportation to safely return to their residences, especially after too much drinking. The bill will then be paid by the dean of students office, which the students reimburse at a later time.

- Students at Carleton College (MN) have formed a unique escort service. They respond in a timely manner to requests with a male-female two-person team who will walk the individual anywhere across campus. This service is under the auspices of the student government and not related to administrative services. The security office also provides a 24-hour escort service both on and near the campus and manages a safety van which transports students to more distant locations from 10 p.m. to 1 a.m.

- Norfolk State University (VA) has had no-incident events during what were formerly problem-ridden gatherings of

Greek organizations during yearly Greekfests (renamed Laborfest). The university has expanded and hosted activities to include step shows, concerts, carnivals, and other supervised events. The university has continued to host these yearly events without incident. The police chief and a faculty member have collaborated on the development of a police training program for crowd management. The program is designed to ensure a response appropriate to the uniqueness of the event.

- New York University has recently developed a one-credit course called "Internship on Criminal Justice" in which the enrolled students patrol the neighborhood as a part of the community's recently formed Washington Square Watch Team. A university vice president and the executive and commanding officers of the local precinct teach the class together. Each patrol is radio equipped to notify the precinct of behaviors requiring police investigation. The success of the course is evidenced not only in the increased patrols for the community, but also in the students' reports of their increased understanding of police and law enforcement services.

- Towson State University (MD) has arranged for approximately 70 staff members from offices as diverse as police, orientation, and residence and positions as diverse as secretaries and fiscal officers to participate in a 16-hour mediation training program. Two sororities have used mediation by these trained people to resolve their dispute with each other. It is hoped that as more students and staff are trained, they will increasingly resolve their own disputes.

- Lafayette College (PA) and California State University at Northridge use theater to educate for prevention. Cal State uses theatrical presentations about minority-majority relations on campus. A Rhodes College (TN) theater group presents two scenarios: one portrays a student who is raped by an acquaintance and another uses the same actors to portray how these two students in the same circumstances can avoid

creating a situation in which sexual assault can occur. Currently there are several creative programs to help students avoid substance abuse, to prevent date rape, to sensitize communities to the needs of diverse populations on campus, and to inform students of the social challenges they will encounter on campus.

V. Security-sensitive physical plant design and maintenance

Good physical plant design contributes significantly to increased campus security. Both in new construction and in maintenance, the physical space can enhance the security of the students and employees of the institution. Effective lighting and good maintenance of it is one simple way to enhance security.

- Sodium vapor lights at Bates College (ME) increased illumination by 30 percent at a lower cost than the previous lighting system.

At many schools, the key-lock security system once used for both academic buildings and student housing has been replaced by a more efficient and much more secure card-lock system. The risk of having one's key used by an unauthorized person is eliminated when the card-lock system is used. A master controller can change the computer entry code immediately when a new card is needed, thus ensuring privacy and increasing security.

Windows in student housing are increasingly equipped with working locks and additional window bracket add-on locks that discourage burglars while allowing easy exit from within. The challenge is that even state-of-the-art security is constantly compromised by students who disconnect systems, allow strangers to enter, and ignore alarms.

Other locking practices to consider are

- Locking outer doors to student housing at night
- Having key access to housing and academic buildings
- Installing extra locks on student room doors

- Installing alarm systems on windows and doors
- Monitoring frequently for break-ins or inoperable conditions
- Giving master-key control of buildings to security personnel

- Night walks and lighting tours sponsored by security, police, students, and administrators have proven to be an effective method at the University of Virginia and Bates College (ME) for maintaining and making campuses physically more conducive to safety. During such walks, needs for new lighting are identified and defective fixtures and bulbs are discovered. It is a good time to determine which shrubs need cutting and what repairs are generally needed on campus. The walks include student representatives and staff from housing, security, and facilities management. Night walks have been attended by the president and vice presidents, directors of police, physical plant personnel, police officers, resident assistants, and students. These walks also increase crime awareness. The tour sponsors report to the physical plant director what has to be done and later report to the community what has been completed.

- The University of Virginia has an emergency telephone system that is directly linked to the police-security department. This system increases the speed of response to emergencies and may also serve as a deterrent. The system includes an automatic dial that is transmitted to the security dispatcher's emergency line when the receiver is removed from its normal position. All phone numbers and locations are displayed so that police and security officers can respond immediately, whether or not the caller communicates his or her need. This system is especially effective and reassuring when silence is necessary to increase one's safety. At night these telephones are illuminated for easy access. Phones have been placed in various sites on campus, including residence facilities, shower rooms, parking lots, pathways, and sidewalks.

VI. A fair, just, clearly articulated judicial system

The ideal system is understood by everyone in the community, has clear rules that are accepted by the community, and imposes fair, consistent consequences for violating the rules. The consequences also serve to deter crime. The judicial system, with its consequences, should reflect the campus intolerance for violent behavior, drug and alcohol abuse, and illegal behavior, as well as its more traditional concern about academic dishonesty. Without suspending due process, the school needs to be ready to temporarily suspend alleged perpetrators until the judicial system can act. Suspensions can range from restricting the student to certain areas of the campus, like housing and social areas, to banning the student entirely from the campus.

- The College of Wooster's (OH) judicial code stresses the responsibility of campus members to report felonies to the criminal justice system. The campus reserves the right to exclude students from the campus. The code is clear and the standards for campus life are understood.

Tragedy and crime on campuses affect the psychological well-being of individuals, groups, and in many cases the total community. Many campuses provide support programs for those affected, which facilitate the healing of the community. Rethinking events and confronting anger are used to forge better awareness and new resolve to prevent such events.

- The University of Delaware uses its judicial system to support the community's actions with regard to crimes against public order, such as rowdy behavior. When students are found guilty of crimes in town, the university warns the student. A second guilty finding results in suspension.

VII. Victims' assistance programs

For victims, a crime is a crisis—an interruption in one's life when normal coping strategies are not appropriate. Those who serve

victims generally agree that victims need support as soon as possible after the crime occurs to offset further disabling effects. Victims' ability to help the criminal justice system is greater when they are helped earlier.

Specialists in victim assistance say that students, particularly because they are away from family support, depend on college services to regain the control of their lives that may be interrupted by the crime.

Basic victim services include the following:

- Personal support and advocacy for the victim
- Explanation of legal, court, and judicial processes
- Accompaniment to police interviews and court appearances
- Liaison with community police and prosecutor offices
- Ongoing information about case status
- Academic and employer intervention
- Explanation of university judicial processes
- Assistance with crime compensation claims and impact statements
- Access to on- and off-campus agencies for legal, financial, medical, and psychological services

It is vital that victim assistance be organized and provided immediately when the need arises. Each of the programs listed below provides easy access to a staff person who is trained to be the central point of contact for victims' concerns. In all systems the victim maintains control of his or her life and makes decisions with support and information.

Victim assistance programs are found in the police departments of the University of Pennsylvania and Pennsylvania State University, while others are based in student affairs programs, for example at the University of North Carolina, and in campus health centers, for example at the University of Delaware.

- The University of Delaware's emergency response to victims of assault is immediate. Student volunteers are trained as responders, trainers, and workshop leaders; they form a

growing network of students who are intolerant of victimizing behavior.

- At the University of Pennsylvania, the director of Victim Support and Security Services has an office in the campus police department and is the point person. When a victim of sexual assault or other violent acts is identified, the director or staff assistant is notified immediately. The procedures are as follows:

  - Talk first with the informant to determine the identity and whereabouts of the victim
  - Have the victim transported to Jefferson University Hospital, if appropriate
  - Ascertain if Philadelphia police have been notified
  - Determine if a rape crisis volunteer is in the hospital; notify her
  - Provide immediate support to the victim in person
  - Ensure that the victim is given proper medical attention
  - Comply with requests from the victim as much as possible
  - Transport and accompany the victim to police and court proceedings
  - Pass on appropriate information to designated members of the campus community with a need to know

- The University of Delaware is committed to providing prompt and compassionate support services to sexual assault victims through many of the university resources listed above.

Because sexual assault by an acquaintance of the victim is on the rise on college campuses nationwide, acquaintance rape is one of the leading safety concerns for adults of college age. Specialized programs have been developed on many campuses concerning sexual assault prevention and response to victims of these crimes.

- Of special note at the University of Delaware is the group of volunteers known as "SOS" or Support Group for the Victims of Sexual Assault. This program has 24-hour services by trained students, faculty, and staff volunteers who provide free and confidential information and support for victims, survivors, their families, and friends. With services based in the university health center, someone answers the SOS telephone line at all times. A volunteer is contacted and returns the call within 15 minutes. The helper listens to the victim, offers information and options, and allows the victim to make her or his own decisions in all matters. Whatever services the victim agrees to use are accessed with the support of the volunteer helper. The victim is informed of all options and allowed time and various resources for decision making. Another important aspect of this program is its education outreach component to both men and women on campus. Volunteers conduct awareness programs concerning sexual assault and crisis intervention techniques to be used with victims.

- The University of Pennsylvania has developed a policy, outlined below, on acquaintance rape and sexual violence in order to set forth definitions; to reaffirm Penn's commitment to providing resources and processes for prevention, education, support, reporting, adjudication, and protection from retaliation; and to identify the range of sanctions. The University of Pennsylvania will

  - Provide resources to support victims and survivors
  - Utilize university fact-finding and discrepancy procedures with appropriate jurisdiction
  - Publish annual statistics on incidents and attempts of acquaintance rape
  - Provide comprehensive education for preventing sexual violence, including acquaintance rape
  - Inform, as appropriate, members of the Penn community when an incident has been reported

The procedures for implementing this policy take into account the need to investigate charges that may be filed and the right to confidentiality for all involved parties. When appropriate, after an incident occurs, outreach and support to faculty, students, and staff affected by the particular incident are part of Penn's response.

- Towson State University (MD) provides a counselor as soon as the victim informs the police. The counselor stays with the student during the immediate interactions with police, if acceptable to the victim, and further helps the victim and the family of the victim in coping with the crisis. The university makes an advocate available to accompany the victim to the various interviews both within the university's judicial system and within the criminal justice system. Students are also made aware that they may seek assistance from the counseling center. Frequently victims need help and support in deciding what their next step will be.

VIII. Special considerations for residence halls

Residence life is fraught with problems caused most frequently by students. Most universities suffer from students' compromising security systems. This problem requires continuous education. It is difficult to impose discipline with regard to such problems since they are created by some and often tolerated by the majority. Residential security needs require both student cooperation and supervision by security services.

Promising programs include components such as door checking and ongoing protection from strangers. Part of the continuous education of the student body is to remind community members of their responsibility to close doors behind them, to be wary of tailgaters who hold closing doors to illegitimately admit themselves, and to report strangers in their buildings. No residence hall can be secure without the help of the student residents. Keeping residence halls safe requires site-specific procedures.

- The University of Florida residence hall program has a special security force, which is supervised by the campus police and works for the housing office to supervise the exteriors of all the residence halls. The force cooperates with both the housing staff and students to increase the safety of the residence area. Housing personnel also check to see that lighting and shrubbery are properly maintained for maximum safety. The campus provides options for alcohol-free dormitories, single-sex residence facilities, and residence halls with limited visiting privileges.

- Cheyney University presents a residence orientation program that uses improvisational theater to focus on student adjustment and avoidance of victimization. Spelman College (GA) students have accepted the standards for a residential program that has limited visiting privileges. The school reports that students visiting Spelman are made aware of the rules and accept them. Brethren College (PA) reports similar cooperation from its students.

- The University of Florida has devised intervention programs to defuse problems and to encourage members of the campus to find new solutions to their interpersonal disagreements.

The University of Florida advertises its safety programs. Students regularly receive information about how to be and stay safe. The university sends information to students' homes to inform them about safety procedures in advance of their return to campus. The front doors of the residence halls are locked at night and around the clock when there is greater danger. Visitors must first be admitted through the locked door (at night) and then request the person at the admitting desk to call their host. The host must come to the area to escort the guest into the residence hall. The possible flexibility of these rules is dependent on the outcomes of student meetings. The ongoing consciousness-raising activity of the staff puts safety messages in front of the students continually. The housing department also provides escort services for both off- and on-campus students.

IX. Special attention to more volatile areas

Substance Abuse

- Susquehanna University (PA) has a very aggressive alcohol program, which includes mandated intervention programs for offenders. It is among the many schools that introduce alcohol education at orientation. Research indicates that programs for increasing campus safety should include alcohol and drug prevention and intervention components.

Aggressive intervention and prevention programs need to be continually in front of the community. Although those who have abused drugs and alcohol should be helped to cope with their abuse, they must be held accountable for behavior while intoxicated. Consequences of such behavior should be understood in advance. The program should have a component that involves students in service programs at various levels as determined by their abuse habits.

- Towson State University requires any student who has violated the code of conduct and who was drinking or using other drugs at that time to participate in a substance abuse program. This applies even to students who are suspended. They must document their participation in such a program before being permitted to return.

Sexual Assault

- The University of Delaware's SOS program is an exemplary sexual assault education, prevention, and response program. Among the university's many activities is an educational week each fall devoted to the topic. This well-attended series raises awareness and helps students and others increase their knowledge of the topic. Schools find they need to continually teach what sexual assault is and that it is a crime with victims. Volunteers who have been trained to respond to sexual assault victims also speak at orientation and community meetings and they become recruiters for more

responders. Victims who use the hotline number can speak with a helper within 10 minutes. As first responders, helpers meet with the victim, provide support and counsel, and offer to connect him or her to medical, counseling, police, and criminal justice personnel.

- Eastern Illinois University has incorporated a program about sexual assault into a health science course. Results of research studying the effects of the class experience show that women learn to understand what actions toward them constitute assault and consequently learn how to avoid becoming a victim.

Greek System

Because Greek life is too often associated with alcohol abuse and sexual assault, prevention work needs to be directed to fraternities and sororities. Although the national offices of these organizations have been taking stronger stands against hazing and alcohol abuse, the expectations that many students and frequently alumni bring to Greek life cause difficulties. Working with the fraternities and sororities requires constant attention to expectations, intolerance for violations of alcohol and hazing rules, and the institution's resolve to act decisively to hold individuals and groups to the expected behavior standard.

- Washington and Lee University (VA) requires fraternities to have resident advisors in their houses. A few other schools are moving in that direction. Others across the country are putting limitations on when pledging may begin.

Athletes

Programs where athletic directors and coaches make clear that the university behavior standards will be maintained have shown some successes.

X. Good campus-community relations

The spotlight is often on the competing interests of the campus and the larger community in which it is located. However, common interests far outnumber conflicting ones. In the best campus security programs, the two overlapping communities work together to help create the kind of environment where people can live without fear.

- The University of Delaware works with the town committee to cope with raucous student behavior in the community. A shared approach to the problem has resulted in an aggressive effort to make students more accountable to the university for their unacceptable off-campus behavior.

- The University of California at Berkeley has an agreement with the town police on jurisdictional limits: it makes clear where each police force's responsibility ends and defines the areas in which each will supplement the work of the other. During past crises these two police forces worked together so that the activity of the one responsible was augmented by the force of the other.

- Susquehanna University (PA) hires security officers who are deputized by the sheriff. College security personnel outnumber the police in town. The deputizing of the force has improved town-gown relationships.

- Rensselaer Polytechnic Institute (NY) requires each of its fraternity and sorority houses to designate a member as a liaison to the community to work on community concerns. Each house is responsible for keeping its neighbors informed about upcoming events. In a relationship statement the groups have with the school, the Greek groups agree that individual and group conduct will not unreasonably affect their neighbors.

- Stockton College (NJ) aggressively cooperates with the city to identify high-priority problems that can be addressed jointly by the city and the college.

XI. Campus crisis prevention and response plan

Schools need a plan of action when crises occur.

- The University of California at Berkeley has a campuswide plan that requires that appropriate members of the crisis response team meet at the established headquarters to direct the university response to a particular crisis. The Emergency Preparedness Team is a permanent committee. The police chief, information officer, and public relations officer are always on the team at the time of the emergency. Special identification cards are assigned to each team member so that, if necessary, they can cross police barriers.

- The University of California at Berkeley has included the city in its comprehensive emergency planning program. The plan, which includes preparations for various hazards, is presented on the first day of class in the fall semester by each faculty member in each classroom. The committee responsible for safety and emergency preparedness continually markets the program to the community. The plan includes information on how to disseminate information, what people in each building should do when the emergency occurs, which members of the community will direct the institutional response, where they will meet, and where and how basic needs for food, clothing, shelter, and medical service will be delivered, should that be required.

- The University of Florida has a team that goes into action immediately when an emergency occurs; it guides and coordinates the various responses needed from each department of the university.

Summary

Campuses everywhere are inaugurating programs to increase community responsibility and awareness about crime on campus. They have found it a continuing challenge to have concurrently a safe and a free campus where different communities of adults can interact freely. Unfortunately, many schools find that students do not heed much of the safety advice offered and continue to defeat safety efforts. Campus security can exist only when collaboration exists among the administration—beginning with the president—, the students, and campus security personnel.

Appendix A: Campus Security Contact Persons

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Appendix B: Resources

The International Association of Campus Law Enforcement Administrators (IACLEA) is the professional association dedicated to promoting professional ideals and standards in the administration of campus security and law enforcement. IACLEA's members represent colleges and universities in the United States and Canada. Its publications include the bimonthly *Campus Law Enforcement Journal* and periodic regional newsletters. IACLEA holds an annual conference each summer and regional meetings and workshops during the spring and fall. It also provides cost-effective, confidential consulting services related to all areas of campus security and law enforcement administration. Membership for 1994 is $175. For further information, contact IACLEA, 638 Prospect Avenue, Hartford, CT 06105–4298, telephone 203–233–4531.

Campus Crime is a monthly newsletter published by Business Publishers in Silver Spring, Maryland. The 1994 subscription rate is $240. The telephone number is 800–274–0122.

Campus Security Report is a monthly newsletter published by Rusting Publications, 402 Main Street, Port Washington, NY 11050. The 1994 subscription rate is $199. The telephone number is 516–883–1440.

The U.S. Department of Education has a national information system called the Educational Resources Information Center (ERIC). The system is designed to provide users with ready access to an extensive body of education-related literature. It is the world's largest source of education information with over 750,000 abstracts of documents and journal articles on education research and practice. ERIC can be accessed through almost all college and university libraries. Under "campus security," ERIC lists and summarizes 42 items, with 16 of them listed between January 1991 and September 1993.

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